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Assistant Director (Personnel)
25X1A9a

28 April 52

Personnel Testing & Evaluation Division

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1. During the past week, in accordance with your request, I have been revising the Functional Statement for the proposed Personnel Testing & Evaluation Division, and preparing a T/O for it. I have conferred with [REDACTED] and obtained his suggestions and comments on these matters. The revised Functional Statement and the proposed T/O are attached to this memorandum as Appendix A and Appendix B respectively. In addition, there is attached a third Appendix (C) entitled "Special Priority Projects", which contains a list of things that must be done if the new unit is to function with maximum effectiveness as a service in the Agency.

2. Note re T/O

If we attempted to carry out all urgently needed testing and evaluation programs in the Agency, we would be swamped with impossible requirements and we would need an extremely large staff. I propose that, in combining the Testing & Evaluation Division of OTR(G) and the Testing Branch of the Office of Personnel, we simply add only such personnel as can be immediately used for critical projects, principally in respect to research, test development, and test validation. At a later date, as other specific projects are planned and authorized, we can then submit separate requests for additions and changes to the T/O or for outside contractual studies. Our first thoughts at present must be given to a consolidation of the testing and evaluation services, the training of the professional personnel in the new unit, and finding out what our customers in the Agency want us to do.

3. Note re Space

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I suggest that we continue to use both Wing D and the space at [REDACTED] D Street. In the event that the number of persons assigned to the D Street provisional pool is seriously curtailed, it would be advisable for us to be assigned the space that would be made available. It would also be convenient to hold on to Room 1314 [REDACTED] Building, unless a more centrally located room for the Chief of the Division could be found in North, Central, or South Building.

4. Budget & Fiscal Matters

No budget or fiscal estimates are given in this paper. Such estimates will be worked out as soon as the T/O and the Functional Statement are approved.

DSFG: 50-5-18 EA: [REDACTED]
VWCH: DDV REG. ADVISORY
DDV Memo. Vb. 1A
NO CHANGE IN CIRC: [REDACTED]
Document: [REDACTED]

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PERSONNEL TESTING & EVALUATION DIVISION

FUNCTIONAL STATEMENT

A. Operational

- 1) To provide the Office of Personnel, the Office of Training, and other operational and administrative units of the Agency as appropriate, with results and interpretations of tests given to Agency applicants and employees.
- 2) To advise and assist the AO(Personnel) and other members of the Office of Personnel on problems involving technical phases of personnel testing and evaluation.
- 3) To provide those services to OTR(G) which were formerly the responsibility of the Testing & Evaluation Division of OTR(G).
- 4) To administer pre-employment test batteries to all applicants for employment at all grades through GS-15. Such batteries to include, as necessary, tests of intelligence, personality, attitudes, temperament, language aptitude, language proficiency, memory, vocational interests, job knowledge, etc.
- 5) To develop specialized testing programs as they are needed.
- 6) To carry out individual studies of applicants and employees as requested by any unit of the Agency.
- 7) To develop, for the Foreign Documents Division, a specialized language aptitude and language proficiency testing program to meet the needs of that Division.
- 8) To develop, for the Office of Communications, a specialized program for the testing, selection, classification, and evaluation of Communications personnel, particularly radio operators, cryptographers, and instructors.
- 9) To administer testing and evaluation programs as required in the Career Development Program.

B. Research

- 1) To develop research plans and carry out validation studies in connection with the selection, evaluation, and placement of Agency employees.

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2) To develop tests and techniques needed by the Agency, e.g. tests for the various Career Development Programs (vocational interest inventories; tests of critical thinking and broadmindedness; job proficiency tests).

3) To develop testing programs for different grade levels and occupational specialties, with relevant norms in terms of age, sex, education, and job experiences.

4) To continue and complete the research studies on the selection and evaluation of Professional Trainees.

5) To continue and complete the research studies of language aptitude which are being carried out in cooperation with Mr. [REDACTED]

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6) To be responsible for initiating, directing, and controlling, under the policy direction of the AD(Personnel), all contract and consultant studies dealing with personnel psychology.

C. Policy & Planning

1) Under the policy guidance of the AD(Personnel), to develop plans and procedures for the most effective selection and utilization of Agency employees.

D. Advisory

1) To advise and assist the Career Service Committee and its Career Development Program on technical problems of personnel selection and evaluation. For example, to work out for the Career Service Committee the various testing programs outlined in Appendices C, G, and J of the 7 Aug. 51 Monograph (or as these appendices have been modified in reports of the various Working Groups).

2) To advise and assist the Classification Division of the Office of Personnel in studies of job performance, job analysis, and job criteria.

3) To serve as a consultant on problems of applied and research psychology to Assistant Directors, Staff Chiefs, and Division Chiefs in the Agency.

E. Liaison

1) To engage in liaison and exchange ideas and research results with the psychological staffs of other Government agencies. Such

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agencies to include the Civil Service Commission, the State Department and the Foreign Service, the Personnel Research Section of the AGO, the Bureau of Personnel of the Navy, the Human Resources Research offices of the Air Force, the Human Resources Research Office of the Army, and the Committee on Human Resources, Research & Development Board, of the Department of Defense.

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PERSONNEL TESTING & EVALUATION DIVISION

PROPOSED T/O

22 April 52

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INTRODUCTORY COMMENTS

1. Testing Branch: At the present time the T/O of the Testing Branch is as follows:

<u>No.</u>	<u>Title</u>	<u>GS</u>
1	Psychologist-Chief	13
1	Psychologist	12
1	Junior Psychologist	9
4	Psychological Assistants	7
<u>1</u>	Personnel Clerk	5
8		

All of the above 8 positions are filled.

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2. Testing & Evaluation Division OTR/G: At the present time the T/O of the Testing & Evaluation Division OTR/G is as follows:

<u>No.</u>	<u>Title</u>	<u>GS</u>	<u>Code</u>	<u>Slot No.</u>
1	Psychologist-Chief	15	180	63
1	Psychologist	14	180	64
1	Psychologist	13	180	65
1	Psychologist	12	180	66
1	Psychologist	12	180	6601
1	Psychologist	9	180	67
1	Psychometrist	7	180	68
1	Statistician	7	1530	69
1	Secretary-Steno	6	318	70
2	Clerk-Stenos	5	301	7101
<u>1</u>	Clerk-Steno	4	312	72
12				

(a) Of the above positions, 7 are filled, namely, slots #63, 66, 67, 68, 69, 70, and 72.

(b) Slot #6601 is for a language aptitude and evaluation psychologist.

(c) Professional Trainee Selection-Evaluation Team: Slots #64, 65, 66, 68, 69, one of the 7101, and 72 were scheduled for work involving the selection and evaluation of Professional Trainees. It will be noted in the proposed T/O that this team of 7 persons has been reduced to 4 and their responsibilities broadened (Selection-Evaluation Branch). This saving is made possible by the fact that other branches of the Personnel Testing & Evaluation Division would provide psychometric, statistical, and (when needed) clerical assistance.

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3. Slots for the Office of Communications

The complete T/O for the Personnel Testing & Evaluation Division would have 33 slots, including three for the Office of Communications. I suggest that approval be given for 30 slots and that the three slots for the Office of Communications be added as soon as discussions have been held with them regarding the establishment of such a service for them in the Office of Personnel. In the past, they have indicated that they would welcome such assistance.

4. Consultant Slots

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Consultant slots have not been included in this T/O. At present four [redacted] staff members are security cleared. Two of them are psychologists - [redacted] - and they have given contractual and consulting services. A third psychologist, [redacted] is security cleared, and reports each month for study and work on the vocational interest inventory research planning project. I recommend that [redacted] be added as consultants to the slots in the Personnel Testing & Evaluation Division.

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The proposed T/O for the Personnel Testing & Evaluation Division follows.

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OFFICE OF THE CHIEF

<u>NO.</u>	<u>JOB TITLE</u>	<u>QS</u>
1	Chief, Senior Psychologist	15
1	Administrative Assistant	7
1	Clerk-Steno	5
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CRITERION RESEARCH, TEST DEVELOPMENT, AND VALIDATION BRANCH

<u>NO.</u>	<u>JOB TITLE</u>	<u>OS</u>
1	Chief, Senior Psychologist (Criterion Specialist)	14
1	Psychologist, Test Development	13
1	Psychologist, Validation	13
1	Junior Psychologist	9
1	Statistician	9
2	Clerk-Stenos	5
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TESTING BRANCH

<u>NO.</u>	<u>JOB TITLE</u>	<u>OS</u>
1	Chief, Senior Psychologist	14
1	Administrative Assistant (In charge of records, registry, scheduling, requisitions, supplies)	7
1	Clerk-Steno	5
1	File Clerk	4
- - - - -		
2	Psychometrists (For group testing)	7
1	Psychometrist (To handle specialized group testing programs, e.g. for Professional Trainee psychometric batteries.)	9
1	Statistician (To compile norms and make item analyses of tests)	7
1	IBM machine-scoring assistant	5
2	Clerk-Steno (To type test results and prepare reports)	5
2	Scoring assistants	4
- - - - -		
1	Psychologist, Language Aptitude and Language Proficiency	13
1	Psychometrist	7
1	Clerk-Steno and Scoring Assistant	5
- - - - -		
1	Psychologist for Office of Communications	13
1	Psychometrist	7
1	Clerk-Steno and Scoring Assistant	5

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SELECTION-EVALUATION BRANCH

<u>NO.</u>	<u>JOB TITLE</u>	<u>GS</u>
1	Chief, Senior Psychologist (Clinical)	14
1	Psychologist	13
1	Psychologist	12
1	Clerk-Steno	5
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4		

The Selection-Evaluation Branch would conduct (a) individual psychological but non-psychometric studies of Professional Trainee applicants, and (b) carry out such individual psychological studies on applicants and employees as may be requested by the Office of Personnel or other offices in the Agency. They would also advise on problems of training evaluation.

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T/O SUMMARY

<u>NO.</u>	<u>JOB TITLE</u>	<u>GS</u>
1	Division Chief, Senior Psychologist	15
3	Branch Chiefs, Senior Psychologists	14
5	Psychologists	13
1	Psychologist	12
1	Junior Psychologist	9
1	Psychometrist	9
1	Statistician	9
4	Psychometrists	7
1	Statistician	7
2	Administrative Assistants	7
7	Clerk-Stenos	5
2	Clerk-Stenos and Scoring Assistants	5
1	IBM Machine-Scoring Assistant	5
2	Scoring Assistants	4
1	File Clerk	4

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PERSONNEL TESTING & EVALUATION DIVISION

SPECIAL PRIORITY PROJECTS

Public Relations

- 1) When the Personnel Testing & Evaluation Division is approved, notice should be issued and distributed to all Agency personnel, notifying them of the new unit, its chief, and its primary functions and responsibilities.
- 2) Soon after the issuance of the above notice, a directive should be published to the effect that all applicants for Agency employment, through GS-15, must take tests administered by the Personnel Testing & Evaluation Division of the Office of Personnel.
- 3) The Chief of the Personnel Testing & Evaluation Division should then begin contacting Assistant Directors and Staff and Division Chiefs to explain personally to them the nature of the available services and also finding out from them if their Offices have particular requests that need to be planned for. First consideration should be given to the Office of Communications and the Foreign Documents Division. When these contacts have been completed, the branch chiefs from the different offices should be assembled in small groups for similar discussions.
- 4) These conferences should be followed by the preparation of pamphlets, brochures, and reports, describing the work of the Personnel Testing & Evaluation Division and giving popularized but useful interpretations of research findings.
- 5) Revision of the Test Report Form so that the profile and test results will prove more meaningful to customers.
- 6) Based on "consumer need" plus DCI and AD(Personnel) desires, establish and publish policy directives regarding selection and evaluation criteria and procedures.
- 7) To hold regular conferences, at least once each month, with "Personnel Liaison Officers" from the different CIA offices.

Testing Programs

- 1) Establish a greater variety of test batteries for the different GS levels and jobs, e.g. clerks, administrators, junior intelligence

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officers, senior intelligence officers, research specialists, report writers, analysts, estimators.

2) Increase the range of tests and equipment in order to make testing programs more flexible so as to handle specialized requests.

Research

Test Development

Since there are very few tests on the open market suited to Agency needs, to develop tests that are critically required, such as:

A CIA Mental Alertness Test

A Test of Critical Thinking & Analysis of Evidence

A Test of World Affairs

A Test of Intelligence Interest and Intelligence Knowledge

A Vocational Interest Inventory

Tests for Supervisory and Administrative Personnel

A Test for Following Oral Directions

Tests and techniques needed by the Career Service Committee

Criterion & Validation Research

In conjunction and cooperation with the Classification Division, to develop criteria for successful and unsuccessful performance in Agency jobs and to validate tests against such criteria.

IBM Inventory

In order to facilitate easy utilization of test results for Agency survey and planning purposes, to put into effect a system of coding test data on IBM cards.

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References

- 1) 7 August 51 study entitled A Program for the Establishment of a Career Corps in the Central Intelligence Agency by Col. Baird, particularly Appendix C, Appendix G, and Appendix J.
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- 2) [REDACTED]
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- 3) An Integrated Testing, Assessment, and Evaluation Staff for CIA by [REDACTED] dated 15 November 51.
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- 4) [REDACTED] a memorandum from Col. Baird to Director of Central Intelligence, dated 14 March 52.
25X1A5a1
- 5) [REDACTED]
25X1A5a1
- 6) Final Report of the Working Group on Trainees, by the Chairman, Working Group on Trainees, dated 28 March 52.
25X1A5a1
- 7) [REDACTED]
25X1A9a
- 8) Proposed Utilization of IBM Equipment by [REDACTED] dated 9 November 51.
25X1A9a
- 9) Report on Testing Branch by [REDACTED] dated 20 February 52.
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